

Sacramento River Conservation Area Forum

2004-2006 Strategic Plan

MISSION STATEMENT

The Sacramento River Conservation Area Forum brings communities, individuals, organizations and agencies together along the Sacramento River from Keswick to Verona to make resource management and restoration efforts more effective and sensitive to the needs of local communities. The Forum supports restoration done well, and serves as a forum for sharing, a facilitator of solutions, and a partner for projects that protect both the natural values of the Sacramento River and the communities it runs through.

LONG-TERM VISION

The SRCAF has a vision of the future that guides our work as an organization. Some of this vision exists today and will need to be preserved. Some is not yet in place and will need attention to achieve. We are committed to create a future Sacramento River Valley where:

- ♥ The Sacramento River will be a healthy, thriving ecosystem that supports abundant fish and wildlife and diverse human activities.
- ♥ Communities will have a strong, positive orientation toward the Sacramento River, looking at it as one of the natural treasures in the area. The long history of agriculture will continue as a sustainable foundation for our rural lifestyle. The river will continue to be a valuable resource, and neither a threat nor a burden.
- ♥ People who use the river will live and work in harmony. Conflicts that emerge among river users will be identified and resolved to reflect balance and the long-term needs of the river and communities.
- ♥ Public agencies working on the Sacramento River will be partners with communities, landowners¹, and other interested parties. Agencies will manage public lands and resources in a way that balances the needs of all members of the community and the natural resources that surround them.

¹ For the purposes of this document, the term “landowner” is to apply to private and public entities and their day-to-day operating agents (e.g. managers, lessees, tenants, etc.)

Sacramento River Conservation Area Forum

2004-2006 Strategic Plan

CORE VALUES

There are key values that guide our work. These values are important to everything we do. We use these values to shape our work and ensure that our approaches are consistent with our results.

- ♥ **Habitat Restoration** – Restoration done well is supported by public policy and is an important investment in the future health of the Sacramento River. Balanced restoration should be a benefit to the communities of the area and not a burden.
- ♥ **Balance** – Effective restoration can be in balance with the other community needs in the river corridor, including agricultural production, public safety, public and private infrastructure, economic stability and public recreation. While restoration will change how some things are done in the community, it does not have to disrupt the communities and people who live in them.
- ♥ **Working Together** – The Valley has been and always will be a diverse mix of people, activities and interests. We support the diversity within the Valley and the importance of working together to respect each other's needs and to help find workable solutions to the challenges we all face.
- ♥ **Open Communication** – Healthy discussion among the many interests in the valley will lead to positive, sustainable solutions. Inherent to effective communications is openness, accuracy and honesty. We are committed to dialogue that leads to solutions, and will create opportunities for people of diverse backgrounds and opinions to work through conflict to create solutions.

Sacramento River Conservation Area Forum

2004-2006 Strategic Plan

I. Programmatic Goals and Strategies

1. LANDOWNER SUPPORT GOAL – Landowners have support and resources to address restoration issues.

Landowner Support Strategies

- A. Assist landowners in influencing the quality of restoration projects.
- B. Help shape public policies to benefit landowners.
- C. Provide incentives to landowners to sustain or restore habitat on private lands.
- D. Provide incentives to landowners to maintain agricultural lands in a wildlife friendly manner.

2. EDUCATION GOAL – The public, landowners, and agency staff understand the importance of restoration and the opportunities to conduct restoration in a balanced, effective way.

Education Strategies

- A. Reach out to key audiences most connected to restoration efforts.
- B. Gather and disseminate information that improves the quality and understanding of restoration.
- C. Develop and distribute publications and other tools that support education and outreach efforts.

3. COORDINATION GOAL – Public agencies, local communities, and landowners are valued resources to each other.

Agency Coordination Strategies

- A. Improve the regulatory environment connected to activities along the river.
- B. Facilitate coordination, cooperation and communication among agencies and between public agencies, local communities and private landowners.
- C. Inform agency about rural needs.
- D. Inform local communities about agency constraints.

4. CORRIDOR PLANNING/MANAGEMENT GOAL – Activities to protect and restore the river corridor are planned and managed effectively.

Corridor Planning/Management Strategies

- A. Promote the implementation of the Good Neighbor Policy for all activities in the conservation area.
- B. Assist local land use planning efforts within the conservation area.
- C. Facilitate plans that implement effective, balanced restoration.
- D. Coordinate efforts between public and private land conservation groups.

Sacramento River Conservation Area Forum

2004-2006 Strategic Plan

I. PROGRAMMATIC GOALS AND STRATEGIES

- 5. COMMUNITY SUPPORT GOAL** – Resource management activities will provide a net positive benefit to public needs of the local communities

Community Support Strategies

- A. Work toward public access to public lands when appropriate.
- B. Continue to advocate full PILT payments to counties.
- C. Support public safety and flood protection.

II. ORGANIZATIONAL GOALS AND STRATEGIES

- 1. HUMAN RESOURCES GOAL** – The Forum has a diverse and committed group of people to lead its efforts.

Human Resources Strategies

- A. Improve Board member participation, commitment and capacity in the work of the Forum.
- B. Grow the capacity of staff to support the mission.
- C. Involve other interested parties in providing support for Forum activities.

- 2. ORGANIZATIONAL GOAL** – The Forum has the organization necessary to effectively fulfill its mission.

Organization Strategies

- A. Maintain strong systems to manage information.
- B. Ensure the Forum has the facilities and equipment to work effectively and efficiently.
- C. Develop and document organizational decision making processes and structures.

- 3. FINANCIAL CAPACITY GOAL** – The Forum has stable and predictable resources to support its mission.

Financial Capacity Strategies

- A. Develop stable support from public agencies.
- B. Develop private foundation support for the Forum.

Sacramento River Conservation Area Forum

2004-2006 Strategic Plan

1. LANDOWNER SUPPORT GOAL

Landowners have support and resources to address restoration issues.

Strategy	2004	2005	2006
A. Assist landowners in influencing the quality of restoration projects	<p>Review corridor projects to ensure scientific review and public input</p> <p>Offer technical advice and support to landowners from the Technical Advisory Committee</p> <p>Develop computer mapping and other technical information within the conservation area</p>	<p>Review corridor projects to ensure scientific review and public input</p> <p>Offer technical advice and support to landowners from the Technical Advisory Committee</p> <p>Maintain and provide information</p>	<p>Review corridor projects to ensure scientific review and public input</p> <p>Offer technical advice and support to landowners from the Technical Advisory Committee</p> <p>Maintain and provide information</p>
B. Help shape public policies to benefit landowners	<p>Complete the development of the Good Neighbor Policy</p>	<p>Implement the initial elements of the Good Neighbor Policy</p>	<p>Expand Good Neighbor Policy elements throughout the corridor</p>
C. Provide incentives to landowners to sustain or restore habitat lands on private lands	<p>Develop information about funding and technical assistance for landowner restoration efforts.</p> <p>Plan workshops and other outreach activities to connect landowners to restoration resources</p>	<p>Research potential funding to support technical assistance grants for habitat conservation planning</p> <p>Coordinate outreach and facilitate informational workshops about restoration activities</p>	<p>Assist landowners/communities in obtaining funding and implementing technical assistance grants for habitat conservation</p> <p>Continue outreach efforts and workshops</p>
D. Provide incentives to maintain agricultural lands in a wildlife friendly manner	<p>Work with landowners and agencies to develop programs for private land conservation efforts</p>	<p>Assist landowners in implementing wildlife friendly agriculture</p>	<p>Continue education and assistance to maintain wildlife friendly farming.</p>

Sacramento River Conservation Area Forum

2004-2006 Strategic Plan

2. EDUCATION GOAL

The public, landowners, and agency staff understand the importance of restoration and the opportunities to conduct restoration in a balanced, effective way.

Strategy	2004	2005	2006
A. Reach out to key audiences most connected to restoration efforts	Identify key audiences and develop outreach process and materials	Conduct and facilitate workshops, seminars and other public information events	Conduct and facilitate workshops, seminars and other public information events
	Explore ways to expand role as a Public Forum	Expand role as a Public Forum	Expand role as a Public Forum
	Explore opportunities to co-sponsor a restoration and technical conference	Plan and co-sponsor a restoration and technical conference	Co-sponsor a restoration and technical conference
B. Gather and disseminate information that improves the quality and understanding of restoration	Identify information about restoration and coordinate use with agency support and education programs	Gather and disseminate information from agency research and reporting	Gather and disseminate information from agency research and reporting
	Facilitate technical studies and develop baseline information for key projects	Advocate for key agency information needed within the river corridor	Advocate for key agency information needed within the river corridor
	Coordinate with Dept. Water Resources to make computer mapping information available	Update and expand information included in computer mapping project	Distribute information through public information sources including libraries
C. Develop and distribute publications and other tools that support education and outreach efforts	Publish annual report on the Sacramento River	Publish annual report on the Sacramento River	Publish annual report on the Sacramento River
	Publish periodic newsletter	Publish periodic newsletter	Publish periodic newsletter
	Maintain website as an information and education tool	Maintain website as an information and education tool	Maintain website as an information and education tool

Sacramento River Conservation Area Forum

2004-2006 Strategic Plan

3. AGENCY COORDINATION GOAL

Public Agencies, local communities, and landowners are valued resources to each other.

Strategy	2004	2005	2006
A. Improve the regulatory environment connected to activities along the river	Establish and coordinate permit streamlining and consistency	Coordinate permit streamlining and consistency	Coordinate permit streamlining and consistency
	Establish pilot permitting process for boat launching facilities	Expand simplified permitting process to other permitting areas	Continue to work on permit coordination and simplification.
B. Facilitate coordination, cooperation and communication among agencies and between public agencies, local communities and private landowners	Add signatories to the Forum Memorandum of Agreement	Orient and inform all signatories on the current activities of the Forum	Provide ongoing communication to all signatories and participating agencies/organizations
	Conduct review of key projects through the regular deliberations of the TAC and Board	Conduct review of key projects through the regular deliberations of the TAC	Conduct review of key projects through the regular deliberations of the TAC
	Coordinate site-specific projects	Coordinate site-specific projects	Coordinate site-specific projects
C. Inform agency representatives about rural needs	Help develop information about rural needs	Disseminate information about rural needs to agency personnel	Disseminate information about rural needs to agency personnel
D. Inform local communities about agency constraints	Identify agency constraints	Develop ways to inform about agency constraints	Help inform about agency constraints

Sacramento River Conservation Area Forum

2004-2006 Strategic Plan

4. CORRIDOR PLANNING/MANAGEMENT GOAL

Activities to protect and restore the river corridor are planned and managed effectively.

Strategy	2004	2005	2006
A. Promote implementation of the Good Neighbor Policy for all activities in the conservation area	Provide Good Neighbor Policy information at the earliest opportunity to all project planning efforts	Encourage use of Good Neighbor Policy during project review	Encourage use of Good Neighbor Policy during project review
B. Assist local land use planning efforts within the conservation area	<p>Participate in meetings for local land use planning</p> <p>Respond to information requests by local governments</p> <p>Coordinate with CalFed to develop an inventory of restored habitat</p>	<p>Participate in meetings for local land use planning</p> <p>Respond to information requests by local governments</p> <p>Make available an inventory of restored habitat</p>	<p>Participate in meetings for local land use planning</p> <p>Respond to information requests by local governments</p> <p>Make available an inventory of restored habitat</p>
C. Facilitate plans that implement effective, balanced restoration	<p>Develop agreement for Colusa sub-reach plan and establish an advisory group</p> <p>Assist in developing funding to support sub-reach planning</p>	<p>Coordinate Colusa sub-reach planning</p> <p>Identify second sub-reach plan target area</p>	<p>Continue coordination of Colusa sub-reach planning</p> <p>Initiate work on second sub-reach plan</p>
D. Coordinate efforts among public and private land conservation groups	<p>Promote discussion and cooperation in project planning through TAC and other Forum groups</p> <p>Advocate use of Handbook principles and guidelines in project planning</p>	<p>Continue facilitation of project planning</p> <p>Advocate use of Handbook principles and guidelines in project planning</p>	<p>Continue facilitation of project planning</p> <p>Advocate use of Handbook principles and guidelines in project planning</p>

Sacramento River Conservation Area Forum

2004-2006 Strategic Plan

5. Community Support Goal

Resource management activities will provide a net positive benefit to public needs of the local communities.

Strategy	2004	2005	2006
A. Work toward public access to public lands when appropriate	Coordinate project planning for public access and recreation	Continue project planning for public access and recreation	Continue project planning for public access and recreation
	Facilitate cooperative agreements between agencies and user groups	Facilitate cooperative agreements between agencies and user groups	Facilitate cooperative agreements between agencies and user groups
B. Avoid negative economic impacts to local communities.	Identify economic benefits and impacts to local communities	Provide information to help local communities respond to changes	Continue coordination with all participants
	Inform restoration entities about impacts	Assist in developing ways to reduce impacts	Continue coordination with all participants
C. Support public safety and flood protection	Facilitate law enforcement coordination within the corridor	Facilitate law enforcement coordination within the corridor	Facilitate law enforcement coordination within the corridor
	Coordinate flood damage reduction with habitat restoration activities	Coordinate flood damage reduction with habitat restoration activities	Coordinate flood damage reduction with habitat restoration activities

Sacramento River Conservation Area Forum

2004-2006 Strategic Plan

I. HUMAN RESOURCES GOAL

The Forum has a diverse and committed group of people to lead its efforts.

Strategy	2004	2005	2006
A. Improve Board member participation, commitment, and capacity in the work of the Forum	Clarify expectations of all Board members	Review Board member expectations	Review Board member expectations
	Develop criteria for Board members selection and provide input to County selection of Board members	Provide input to County selection of Board members	Provide input to County selection of Board members
	Formalize and conduct Board orientation and training program	Conduct orientation and training for board members	Conduct orientation and training for board members
	Develop committee structure that improves participation and decision-making		
B. Grow the capacity of staff to support the mission	Develop three-year staffing plan and identify staffing needs	Hire outreach staff to support community workshops	Hire research staff to support information sharing
	Hire or contract with identified resource development staff to build organizational capacity	Continue building organizational capacity	Continue building organizational capacity
	Contract with public agencies to provide staff dedicated to Forum activities	Contract with public agencies to provide staff dedicated to Forum activities	Contract with public agencies to provide staff dedicated to Forum activities
	Explore potential for internships	Hire intern for scientific or outreach functions	Expand internship program
C. Involve other interested parties in providing support for Forum activities	Identify potential agencies and organizations for partnerships as MOA supporting signatories	Expand agencies and organizations committed to partnerships as supporting signatories	
	Define committee membership and stakeholder involvement		

Sacramento River Conservation Area Forum

2004-2006 Strategic Plan

2. ORGANIZATION GOAL

The Forum has the organization necessary to effectively fulfill its mission.

Strategy	2004	2005	2006
A. Maintain strong systems to manage information	Create stronger financial reporting process for the Board	Involve Board more in operational and financial process	Involve Board more in operational and financial process
	Explore options to move toward independent organizational structure	Initiate move toward independent organizational structure	Complete move toward independent organizational structure
B. Ensure the Forum has the facilities and equipment to work effectively and efficiently	Seek long-term commitment to extend infrastructure support from DWR and Resource Agency	Continue relationship with DWR and Resource Agency	Continue relationship with DWR and Resource Agency
C. Develop and document organizational decision making processes and structure	Conduct annual planning to review and revise organizational plans	Conduct annual planning to review and revise organizational plans	Implement new strategic planning process
	Develop long-term planning process and structure	Review long-term plan and modify annual plan as needed	Review long-term plan and modify annual plan as needed
	Refine Board and committee structure and decision making process	Review and adjust structure and decision making process	Review and adjust structure and decision making process
	Update committee work plans and membership	Update committee work plans and membership	Update committee work plans and membership

Sacramento River Conservation Area Forum

2004-2006 Strategic Plan

3. FINANCIAL CAPACITY GOAL

The Forum has stable and predictable resources to support its mission.

Strategy	2004	2005	2006
A. Develop stable support from public agencies	Identify and secure long-term funding to support organization and programs	Explore additional opportunities to secure funding from public partners	Continue efforts to secure and expand funding opportunities
	Strengthen relationship with the California Bay-Delta Authority	Continue to work within CALFED program	Continue to work within CALFED program
B. Develop private foundation support for the Forum	Develop long-range resource development plan	Update long-range resource development plan	Update long-range resource development plan
	Submit grants to private foundations to support specific projects and programs	Submit grants to private foundations to support specific projects and programs	Submit grants to private foundations to support specific projects and programs